THE BRITISH COLUMBIA PAVILION CORPORATION

MARKETING PLAN FOR 1990-91

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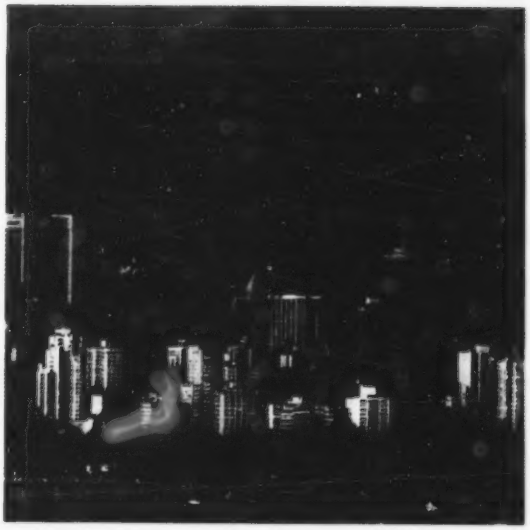
Because the world of conventions, trade shows, entertainment and sports events is highly competitive, having the right facilities is only one part of a successful equation.

Spectacular views and striking architecture are important, but the key to carving out a profitable niche in the multi-billion dollar event industry rests in a creative combination of target marketing, service excellence and world-class facilities. After all, any one of these without the others is no measure of success.

The British Columbia Pavilion Corporation has taken this recipe to heart in a very practical fashion, one that will see a continuation of the award-winning and results-oriented marketing which launched the Corporation less than three years ago.

Add to all this an ongoing commitment to the "YES WE CAN" philosophy and service excellence program, and it becomes clear why the B.C. Pavilion Corporation has become a model for similar operations across North America.

Cliff Michael
Minister of Tourism



During my long association with the business community, I've developed firm ideas about the operating strengths and talents of the private and public sectors.

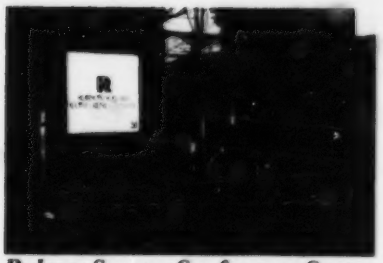
In my view, the B.C. Pavilion Corporation is a unique amalgam of the two sectors.

In the three years I have been associated with the B.C. Pavilion Corporation, I have found each component of its marketing campaign to be the result of a well defined opportunity, carefully researched and targeted to provide our shareholders, the people of British Columbia, with maximum benefit, while ensuring our guests enjoy "The Best Event Experience in North America".

Each and every member of the Board of Directors shares the enthusiasm and all look forward to the Corporation's continued growth and success.

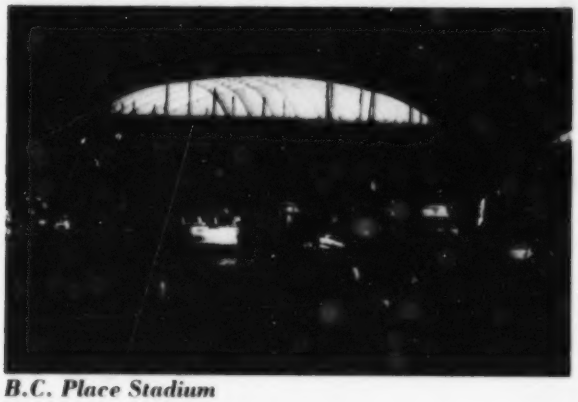
Phil Barter
Chairman

Vancouver Trade & Convention Centre



Robson Square Conference Centre

B.C. Transporation Museum



B.C. Place Stadium

The Bridge Studios

THE CORPORATION

Take five of the best known facilities in Canada, add British Columbia's Super Natural setting, and a staff commitment to service excellence and it's easy to see why the B.C. Pavilion Corporation has become a major player in the event and entertainment industries.

From conventions and consumer shows, to sports and spectaculars, the British Columbia Pavilion Corporation can tailor-make the perfect venue for any occasion, all with an eye to providing "The Best Event Experience in North America".

Following a reorganization of several Crown corporations, the B.C. Pavilion Corporation officially opened its doors for business in September, 1987. Responsible for operating and managing B.C. Place Stadium, the Vancouver Trade & Convention Centre, Robson Square Conference Centre, the B.C. Transportation Museum, and the Bridge Studios, the Corporation has 150 full-time, and over 2,000 part-time employees.

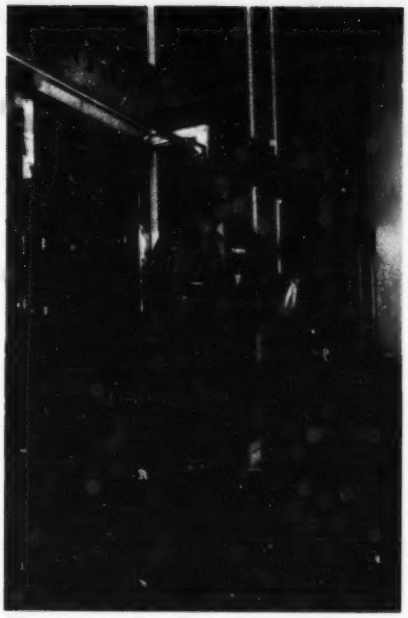
With a mandate to operate self-sustaining public facilities that generate economic benefits for the people of British Columbia, the Corporation's key objectives for 1990-91 are:

- $30.9 million in sales revenue
- $260 million in economic spin-offs
- maximum use of each facility
- increase corporate sponsorship revenues

Taking advantage of the Corporation's unique "product line", the coming year will be marked by continued emphasis on event rather than facility marketing, target marketing over generic campaigns, co-production of new trade shows and meetings which make Vancouver their home, promotion of new sports events and one-time attractions, and an increase in the all important familiarization tour program.

Strategies for implementing the Corporation's goals include increasing our commitment to a "customer driven" attitude as well as concentrating on building attendance and developing new ways of attracting corporate sponsorship.

Our service excellence program, "YES WE CAN", which features a practical combination of training and service incentives, will be expanded to include seminars to show the business community the B.C. Pavilion Corporation's approach to "Service That Works".



Hosting staff welcome guests to the VTCC

A Washington, D.C. sales office will continue to be the centre of a highly targeted marketing campaign aimed at American associations; an annual market of more than $50 billion.

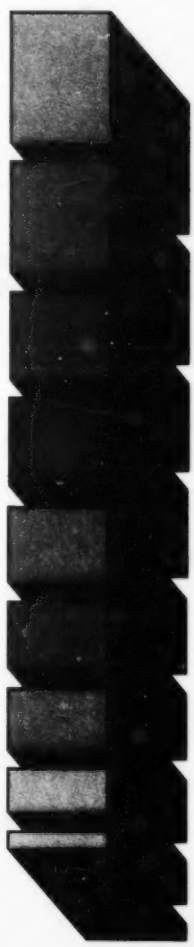
While market realities show that the pure convention and meetings segments may be softening, conventions with trade and consumer shows, mini-trade shows, special events, sports and entertainment are on the rise.

One measure of success in the industry is a facility's occupancy rate. In North America, 42 per cent occupancy of available space is the industry average. After less than three years of operation, the Vancouver Trade & Convention Centre is at 52 per cent.

In addition, B.C. Place Stadium now has 243 revenue days booked in the coming fiscal year, which, in itself, puts utilization of the Stadium in the top strata of such facilities in North America. In fact, *"Performance"*, the highly respected entertainment industry magazine, ranked B.C. Place Stadium as the top stadium in entertainment revenue and attendance in Canada for 1989, and sixth overall in North America.

Staying true to its philosophy of providing "The Best Event Experience in North America", the B.C. Pavilion Corporation is committed to innovation and service, the keys to longevity in an industry where sales are made by the decade rather than by the day.

REVENUE BY EVENTS



Wish Chips are redeemable for a trip anywhere in North America

Spreading the news across the street and around the world

"YES WE CAN"

The common thread which ties every aspect of the Corporation's marketing, operations and administrative activities together, is the "YES WE CAN" commitment to service excellence.

In fact, there are only two rules at B.C. Pavilion Corporation: first, the customer is always right; second, when you think the customer is wrong, re-read rule number one.

For a corporation that is so much a part of the "service sector", the B.C. Pavilion Corporation's "YES WE CAN" campaign recognizes that spectacular facilities are no substitute for genuine customer satisfaction. As a result, at the B.C. Pavilion Corporation, the ingredients for the "Best Event Experience in North America" are one part facility, two parts service.

At the same time, "YES WE CAN" rewards service excellence. Clients award "Wish Chips" to staff who have gone the extra mile. In turn, staff redeem the chips for a variety of prizes; everything from coffee mugs and sweatshirts, to rafting expeditions and trips anywhere in North America.

In addition, the men and women of the B.C. Pavilion Corporation are on the road, visiting community groups and service clubs as public speakers. Because the Corporation is owned by the people of British Columbia, each speaking opportunity is, in a sense, a meeting of the shareholders with staff enjoying the chance to outline the Corporation's activities.

As a result, the Corporation's biggest asset isn't the real estate, or the steel and concrete of its facilities, rather, it is the people, and the commitment to a job well done, that encourages guests to return year after year.

CORPORATE COMMUNICATIONS

Ongoing activities include the production and distribution of timely news releases and feature stories, as well as the distribution of *"Vancouver"*, a bi-monthly calendar of activities at each of the five facilities. A recent addition to the Corporation's stable of publications is *"Sailpast"*, a colourful bi-monthly newsletter sent to meeting and convention planners world-wide.

Continuing with the monthly Chef's Table luncheons, the Corporation uses these unique functions to promote the catering options at the Vancouver Trade & Convention Centre, B.C. Place Stadium, B.C. Transportation Museum, and Robson Square Conference Centre. Guests include existing and potential clients, suppliers and media.

Finally, as part of our commitment to the community, the Corporation's facilities host a number of charitable promotions including the annual "Festival of Lights". In addition, staff are playing a key role in the Canadian Special Olympic Summer Games to be held in Vancouver in July 1990.

Joy Metcalfe broadcasts live from the VTCC

Davis Cup Tennis under the Sails

VTCC caters to groups from 11 to 11,000

21 meeting rooms for large and small gatherings

94,123 sq. ft. of column-free exhibit space

Chef Simon Vermegen and Team Cuisine prepare a "meal in 1.5 seconds" at the VTCC

VANCOUVER TRADE & CONVENTION CENTRE

Attracting international attention with its unique cruise ship design, five-sail roof and waterfront location, the Vancouver Trade & Convention Centre has become Vancouver's signature landmark and a sought after venue by meeting and convention planners.

Debuting as the Canada Pavilion at Expo '86, the facility underwent a seven month renovation after Expo to become the finest convention facility in North America. The result was 21 meeting rooms, world-class catering for up to 11,000, and enough column-free exhibition space to house 60 three bedroom homes.

"Just a short note to say you people at the Vancouver Trade & Convention Centre are the best by far. I know it and appreciate it. Nowhere is the service as good, are the people as friendly, and the food as hot and tasty.

Please thank all your staff on my behalf."

Mayor Gordon Campbell

OBJECTIVE

- Generate $10,500,000 in revenue

IMPLEMENTATION

The impact of the "Five Senses" 1988 advertising and direct mail campaign was excellent. Reaching 2,700 targeted organizations, the results have been that exhibit and major meeting space has continually been at a premium.

Expo '86 and the Corporation's own marketing programs have achieved the major objective: a high level of awareness of Vancouver as a desirable location to host world-class conventions.

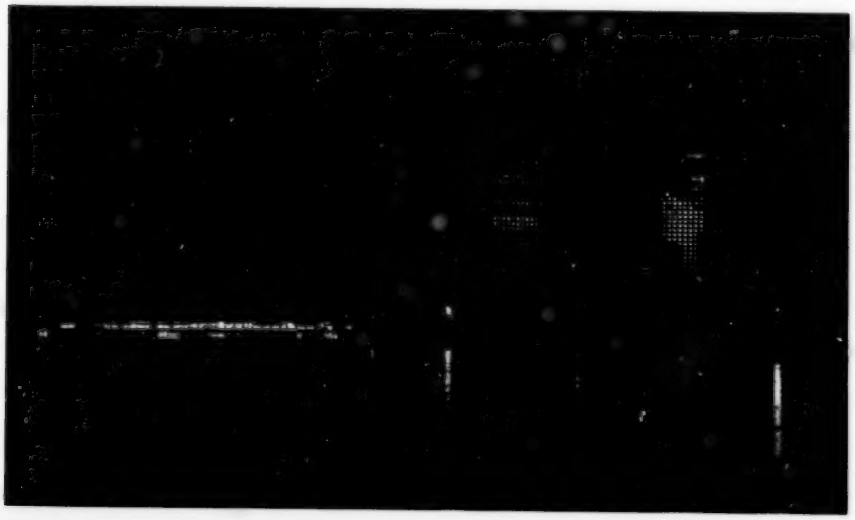
In addition to maintaining our success as a convention venue, the Corporation will be increasing its targeted marketing campaign to attract new trade and consumer shows.

The strength of the trade and consumer show industry is reflected in its 16 per cent annual growth rate, a figure which has been consistent for more than 15 years. More and more firms are using trade shows as an effective and efficient marketing tool, one that provides immediate contacts in a receptive business atmosphere.

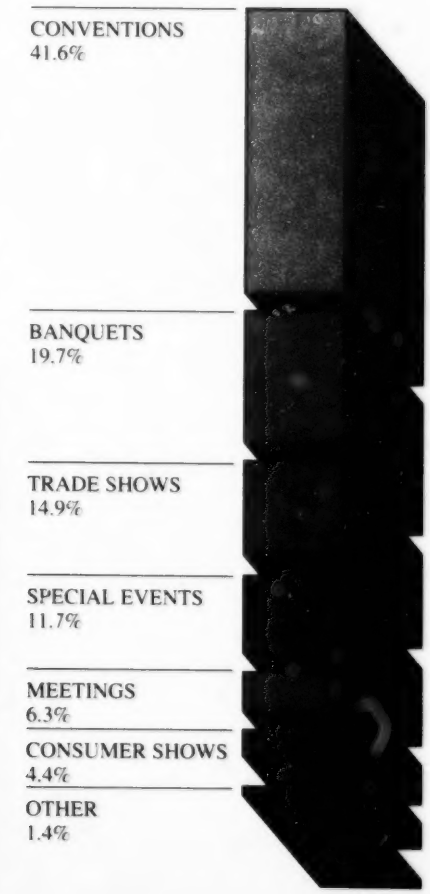
While conventions will continue to be the major source of revenue for the Vancouver Trade & Convention Centre, the dynamic growth of the trade show industry, and its economic impact on the community, means that the sales teams will vigorously market both.

Other initiatives include a focus on attracting conventions which are capable of meeting in Vancouver during the November - March period, and searching out more seasonal special events.

VTCC at dusk

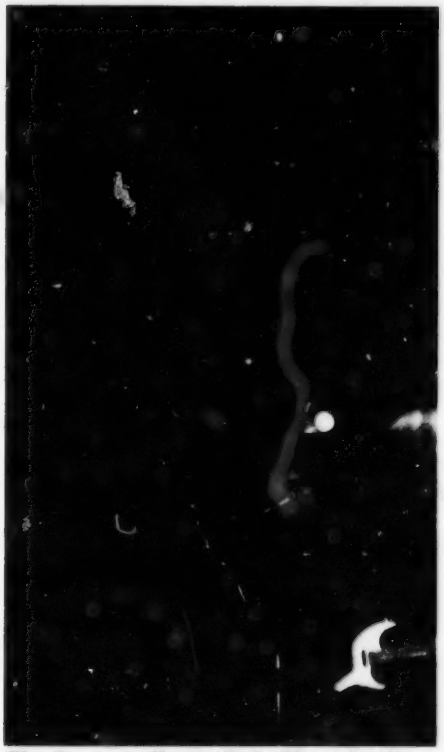


REVENUE BY EVENTS

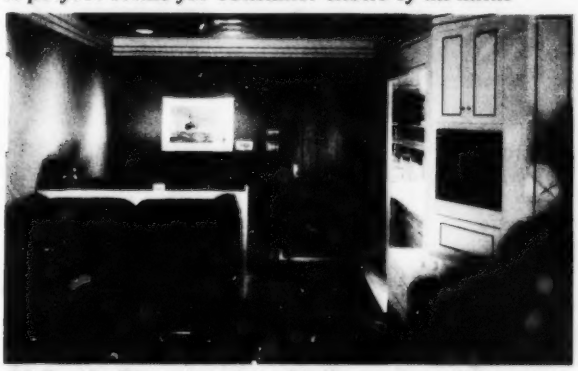


Environment takes centre field

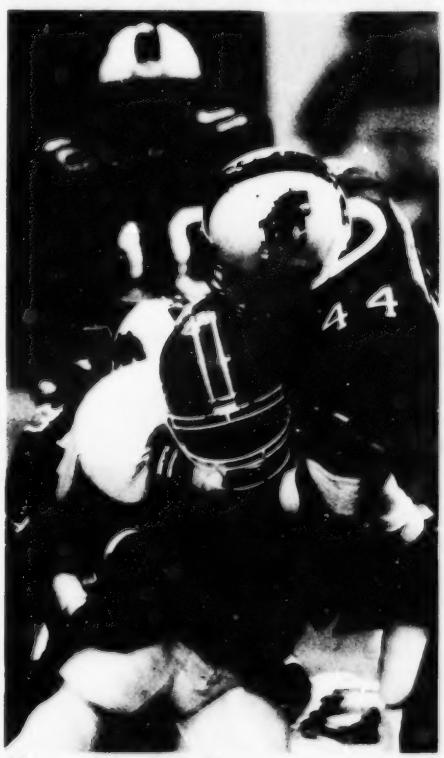
A perfect venue for consumer shows of all kinds



The Stones roll into B.C. Place Stadium



35 Pacific Rim suites give a bird's eye view of the action



Home of the B.C. Lions

Dinner for 7 to 7,500 under the Dome

"Your participation, support and first-class treatment during the events goes beyond words. We are proud to have been associated with everyone at B.C. Pavilion Corporation and hope that our association continues into the future."

R.J. Foyle
World Police & Fire Games

When B.C. Place Stadium opened in June 1983, it was the first covered stadium in Canada. Today it is still the largest air supported domed stadium in the world.

With its 10 acre white Teflon roof, B.C. Place is a standout landmark on the Vancouver skyline and the heart of downtown Vancouver.

OBJECTIVE

- generate $10,600,000 in revenue

IMPLEMENTATION

Although there is a public perception that B.C. Place relies mainly on sports events for revenue, other events contribute nearly three times more revenue and over 10 times the gross margin.

In addition the Stadium's annual attendance of over 1.1 million is a major factor in attracting $1.2 million in advertising sales.

Entertainment, such as rock concerts and the highly successful opera production AIDA contributed over 50 percent of the Stadium's gross margin in fiscal 1990. A second opera, Carmen, is tentatively scheduled for fiscal 1991.

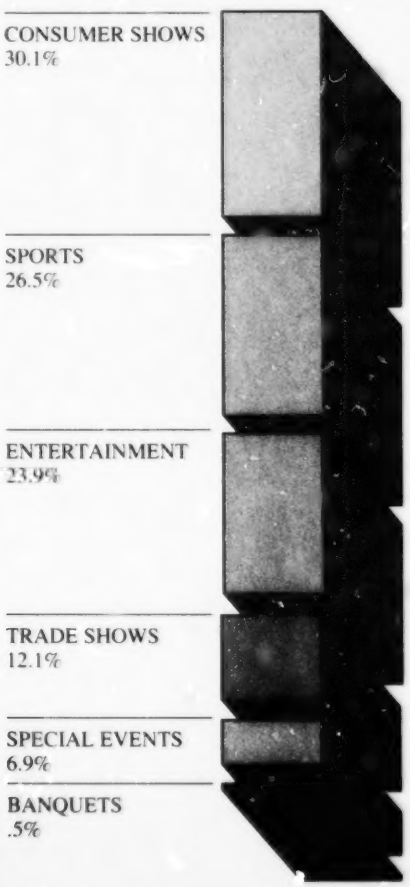
The Molson Indy Vancouver, scheduled for August 31 - September 2, 1990, is expected to attract 100,000 spectators and generate $30 million in economic benefits for Vancouver, as well as provide a framework for a three-day consumer show.

A major league baseball franchise will continue to be pursued, and WinterFest, the children's winter festival which makes its home at B.C. Place for three weeks, is to be an annual event.

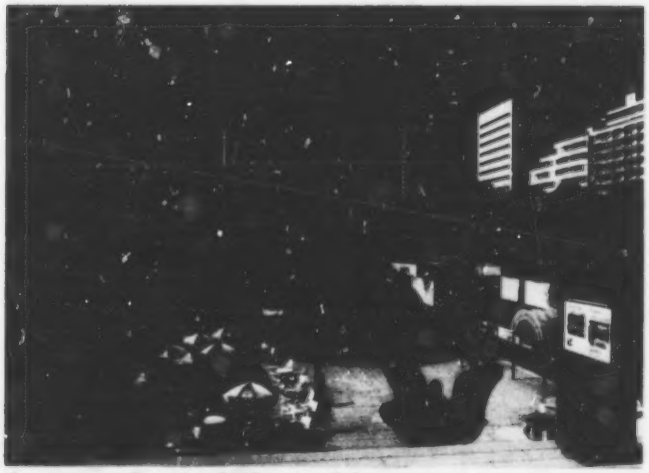
Other initiatives include working with the B.C. Lions to increase attendance, improve Stadium acoustics to attract more concerts, attract "odd year" trade shows, and increase banquet sales.

B.C. PLACE STADIUM

B.C. PLACE REVENUE BY EVENTS



B.C. Place Stadium is a standout landmark on Vancouver skyline



A meeting place in the heart of the city

Newly designed exhibit space offers 8,750 sq. ft.

New food and beverage service rounds out Robson Square

Thank you for all your help with this year's World's Worst Original Oil Painting Exhibition and Auction. The night went well . . . your help is greatly appreciated."

B. Goodacre
B.C. Paraplegic Foundation

ROBSON SQUARE CONFERENCE CENTRE

On November 1, 1989, B.C. Pavilion Corporation assumed management responsibilities for the Robson Square Conference Centre in the heart of downtown Vancouver.

Anchored by the Provincial Law Courts to the South and the Vancouver Art Gallery to the North, the Square is just a few minutes walk from the downtown financial district, major hotels, theatres, and government offices.

The facility consists of a 350 seat theatre, an auditorium, six conference rooms, and an exhibition hall capable of handling events for up to 1,500 guests.

OBJECTIVES

- $730,000 in revenue
- book 12 regional trade shows for fiscal '92

IMPLEMENTATION

Renovations designed to expand the exhibition space and other marketable areas, improve the entrance and street level identification, and upgrade the overall appearance of the facility are scheduled to begin in May and be completed in the second week of July.

The Centre indroduced its own food and beverage service in January. Additionally, a local advertising campaign has been designed and initiated to promote Robson Square's new management , renovated facilities, and superior food and beverage services to the business community and downtown hotels. A direct mail campaign to the B.C. Pavilion Corporation's existing client base has also been completed.

Other initiatives include utilizing the facility for New Business Development Division trade shows, private business meetings, conferences and other events. In addition, the Corporation will work to position Robson Square as an ancillary facility for Vancouver Trade & Convention Centre events and as an overflow facility for downtown hotels.

A theatre for audiences up to 350

Bridge Studios is home of North America's largest special effects stage

Home of TV's MacGyver

Bird on a Wire • Shoot to Kill • Roxanne MacGyver • Death of the Incredible Hulk

We put a new spin on the days of old

Dine in a century of auto history

Home of B.C.'s transportation pioneers

THE BRIDGE STUDIOS

The Bridge Studios, featuring three sound stages and North America's largest special effects stage, was transferred to the B.C. Pavilion Corporation on May 1, 1989.

A number of films have been shot at the Bridge, and the TV series MacGyver has also been a major tenant since the facility opened.

Although the increasing value of the Canadian dollar and the impending GST makes future film or TV production in Canada less attractive financially, the Bridge Studios will work to highlight its superb facilities, well trained personnel, and highly developed support services that help make British Columbia the fourth largest film centre on the continent with more than $200 million generated in 1989.

OBJECTIVE

- $1 million in revenue

IMPLEMENTATION

The central focus will be to foster a positive reputation in the film industry by providing excellent service to existing customers. By keeping our prices competitive, and developing a highly targeted marketing and public relations program, awareness of the facility will be increased among key members of the Vancouver film industry, and both Hollywood and Canadian production companies.

In addition, the Bridge will continue to work with the B.C. Film Commission to determine the impact of the GST on American film producers, conduct facility tours, and produce a quarterly newsletter for distribution to prospective customers.

B.C. TRANSPORTATION MUSEUM

Taking the wheel of the B.C. Transportation Museum in November 1989, the B.C. Pavilion Corporation is now charged with the management and marketing of the three year old Museum.

Located in Cloverdale (just 40 minutes from Vancouver) the Museum displays a collection of one-of-a-kind vintage cars, the third largest truck collection in North America, and artifacts from over a century of British Columbia's transportation history. Complete with an on-site restoration shop, gift and memorabilia shop and old-time theatre, the Museum is being redesigned with emphasis on being a "family oriented" attraction.

OBJECTIVES

- eliminate government grants
- generate $413,000 in revenue
- become self-supporting within five years

IMPLEMENTATION

Initially, the focus is to raise awareness of the Museum among Lower Mainland residents. Through press releases and feature stories about the vehicles, special monthly promotions and targeted advertising the Museum will raise attendance from 32,000 in fiscal 1989-90 to more than 76,000 in 1990-91.

The Museum celebrated its third birthday on June 10, 1990. With redesigned period displays and costumed staff, the Museum will also promote itself as a venue for receptions, banquets and meetings, as well as offering a vintage limousine service.

By continuing support and sponsorship of car rallies and parades, the Museum will work to foster and expand its reputation as the home of British Columbia's car clubs and enthusiasts.

In addition, a new "guide to the collection" will be published as a joint venture with a corporate partner, and a new series of brochures will be produced for distribution through visitor information centres and other tourist related outlets.

". . . We were impressed with the wide variety of activities presented for young and old. The auto and truck displays were very well done and we will be proud to take our out-of-town guests to this top-notch attraction . . ."

Syd Pickerall
Surrey, B.C.

INTER COMM 90

GLOBAL TELECOMMUNICATIONS CONGRESS & EXHIBITION

OCTOBER 23-26, 1990
VANCOUVER, B.C., CANADA

SPORTS · MEDICINE AND HUMAN PERFORMANCE

FOOD PACIFIC '90

MOLSON INDY

VANCOUVER

MOLSON CANADIAN

™

CHILDREN'S
WINTER FESTIVAL

Just as other trade shows return to New York, Berlin or Las Vegas each year, the New Business Development (NBD) division is creating a stable of events that will make their home in Vancouver.

By developing new events, the NBD team is not competing with existing shows. On the contrary, by working with other professionals in the industry, the Division is building on British Columbia's rapidly expanding trade show sector.

OBJECTIVE

- $6,133,000 in 1990/91 fiscal

IMPLEMENTATION

Major events taking place this year include "Food Pacific '90" and "Intercom '90", Canada's new international telecommunications Show.

With exhibitors from 30 countries, and up to 6,000 buyers, Food Pacific '90, will showcase some of British Columbia's finest food and beverage products. From August 16-18, B.C. Place will be filled with the finest in pacific cuisine as the biennial show makes its third appearance under the dome.

Across town at the Vancouver Trade & Convention Centre, October 23-26, the best and brightest of the world's telecommunications companies will be getting in touch with tomorrow at Intercom '90. With more than 6,000 delegates from 20 countries, Intercom '90 offers British Columbia's growing hi-tech industries a forum of international proportion.

In addition NBD will secure the sale of these two shows, ensuring they remain in British Columbia and allowing the B.C. Pavilion Corporation to develop new products.

Back at B.C. Place, Labour Day weekend will see the first of the annual Molson Indy Vancouver races. From August 30 to September 1, B.C. Place Stadium will be at the centre of things as top racers compete at the track. Inside, the Stadium will host a consumer show for the more than 100,000 fans who are expected to turn out for the race.

At the same time, events such as the annual children's winter festival at B.C. Place will be back in December. Last year, 70,000 visitors attended this event.

Off the drawing board, and into production are a variety of other shows including:

- Child Health 2000, February 17 to 22, 1992, will bring health care professionals together from around the world.
- Sports Medicine and Human Performance, April 17 to 20, 1991, highlights developments and issues in a healthy environment.
- Health Informatics, January 27 to February 1, 1992, will be at the leading edge of new technology as it brings health care professionals, and telecommunications and computer experts together under one roof.
- Independence, April 22 to 25, 1992, highlights the challenges of independent living and self-determination for people with disabilities. Chaired by Rick Hansen, Independence will have a unique international focus.

"WinterFest catches kids's vote. They've seen WinterFest and they like it. And now Lower Mainlanders have a warning for organizers of the Festival – you'd better be back next year."

The Province

NEW BUSINESS DEVELOPMENT

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